Corporate Information Management
(CIM)
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Background:

The Deputy Secretary of Defense established a DoD Corporate
Information Management (CIM) Initiative in October 1989 to identify
and implement management efficiencies in DoD information systems.
The goals of streamlining administrative functions and meeting
budget reduction targets while maintaining the same quality of
service are the driving forces behind the CIM effort.
Historically, industry and government agencies saw information
management as the automation of existing methods in order to
increase productivity and reduce costs. Little attention was given
to improving the methods themselves and, hence, the automation of
inefficient business methods did not provide the expected
productivity and effectiveness gains. Corporate Information
Management will address the process of improving, documenting, and
standardizing business methods and then automating these new
improved business methods through the use of modern information
technology and systems. It is anticipated that this TQM-like
approach to information management will achieve significant cost
savings and improve effectiveness.[1]

This effort will eliminate duplication in the development and
maintenance of multiple information systems designed to meet a
single functional requirement and will ensure information systems
are in conformity with policy decisions. More specifically, this
effort will ensure the standardization, quality, and consistency
of data from DoD's multiple management information systems and will
establish standard functional methods for meeting DoD's management
information needs.

The initiative is comprised of two parts. The first is the
establishment of an executive-level group, consisting of industry
and DoD leaders who were tasked to recommend an overall approach
and action plan for the DoD CIM Program and to evaluate current DoD
information management activities. This group, called the
Executive Level Group (ELG) for Defense Corporate Information
Management has been constituted as a Federal Advisory Council and
reports directly to the Deputy Secretary of Defense, Mr. Donald
Atwood. A total of nine members have been named to this Federal
Advisory Council. The Assistant Secretary of Defense for Command,
Control, Communications and Intelligence, the Assistant Secretary
of Defense for Program Analysis and Evaluation, and the Comptroller
of the Department of Defense are the three DoD members. Mr. David
Hill, Executive-In-Charge, Corporate Information Management,
General Motors Corporation, is Chairman of the Executive Level

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[1] Methods are the practices and procedures used to perform an
activity or accomplish a mission.

Group. Mr. Hill was instrumental in General Motors' development and implementation of corporate information management.

The Executive Level Group has concentrated its initial efforts on the development of an overall plan for DoD information management. The time horizon is 10 years. The plan provides a vision for DoD information management and when finished will recommend programs to achieve the goals of the vision. The ELG took a TQM-like approach to analyzing DoD's information management business. DoD's basic policies, organization, and processes for development and life cycle support of information systems were reviewed by the ELG. The Deputy Secretary has approved the vision and principles of the ELG plan and has appointed ASD(C3I) as the DoD's senior information manager. As the DoD completes the programs portion of the ELG plan, the ELG will review and provide recommendations on the proposed programs.

The initial scope of the ELG plan was limited to business systems (e.g., payroll and personnel). However, the Deputy Secretary Memo implementing the principles of the ELG recommendations on CIM does not limit the scope to business systems. The only systems excluded are embedded weapons systems.

A second CIM activity is functional study groups. The groups are comprised of key senior level policy, subject matter, and information systems experts from the Military Departments and Agencies. OSD officials head each team. Two pilot functional groups, one on warehousing and the other on civilian payroll, were convened in December 1989. Six additional groups have since been started, namely, contract payment, financial operations, Government furnished material, material management, medical, and civilian personnel. More groups may be added in the future.

The objectives of the CIM functional groups are to ensure the standardization, quality, and consistency of data from DoD's multiple management information systems by reviewing DoD component business practices in the different functional areas and determining if common and potentially improved business practices could be adapted by all DoD components. These common business practices would then be automated through the development of modified or new information systems.

DCA's Potential Role:

DCA has been slowly evolving from strictly a communications organization to a provider of all information services. DCA's mission has been recently expanded to include information system support to JCS and OSD, tactical information system standards and interoperability, and White House information systems. Our charter now states that we have responsibility for information systems and communications that support the needs of the National Command Authorities. Thus, DCA today is in the information business, providing both an information transfer utility and information processing services to specific customers. Our changing role,

parallels the evolution process in the commercial sector. For example, AT&T is no longer just a communications company, but rather a full service information services provider.

Although DCA's specific role in CIM is evolving, technology evolution and the need to save money through consolidation and common systems is providing DCA with the opportunity to become the overall systems planner, engineer, integrator, and manager of common user information systems. To reflect this change, DCA's name will change to the Defense Information Systems Agency (DISA). Some of the specific near-term CIM responsibilities of DCA will be to:

- Support the information technology standardization area of the Defense Standardization and Specification Program.

- Assist in the production of process and data models.

- Help to identify alternative approaches, methods and tools for the development of process models and data models, and for designing computer and communications architectures.

- Assist in the development, coordination and execution of the DoD data administration program and provide technology support.

- Assist in assessing the efficiency and effectiveness of information services in DoD.

- Establish, manage and oversee on a day-to-day basis, the operation of the CIM Functional Groups chartered to identify and document functional requirements.

- Define and develop guidelines for architectures and standards for the computer and communications infrastructure.

- Develop standard cost and performance tools and models which will assist in measuring the return on investment.

- Develop a methodology for identifying key management indicators for information processing centers.

- Examine the multiple ADPE support activities within OSD and the Pentagon for consolidation.

The long term objective, if future studies validate the business case, is for DCA to become an information system utility for the DoD. In this role DCA would provide:

- backbone telecommunication and information management equipment

- technical standards

- systems engineering and architectural services

- system operations

- common user equipment and software, and

- software design activities.

All DCA efforts would be industrially funded.

If this goal is achieved, DCA may complete its evolution from being the manager of the Defense Communications System to become the manager and operator of the Defense Information System.